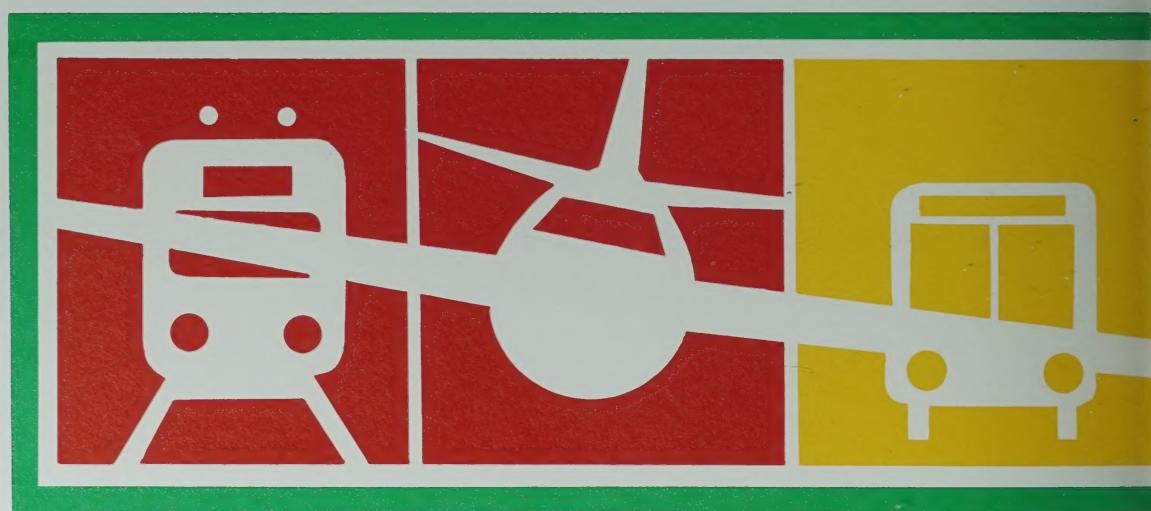


# New Jersey Department of Transportation

## 1984 ANNUAL REPORT



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# **NEW JERSEY DEPARTMENT OF TRANSPORTATION**

## **1984 ANNUAL REPORT**



**Thomas H. Kean  
Governor**

**John P. Sheridan Jr.  
Commissioner**



New Jersey Transportation Trust Fund Authority  
Established 1984

T. Joseph Semrod, Alfred C. DeCotis (vice chairman), John P. Sheridan Jr.  
(chairman), Michael M. Horn and Bruce G. Coe



Governor Thomas H. Kean enthusiastically signed the Transportation Trust Fund Authority Act in public ceremony held July 10 in the State Museum Auditorium. He was surrounded by leaders of the Legislature: Senator S. Thomas Gagliano, Assembly Speaker Alan J. Karcher, Senator Walter Rand, Senator John F. Russo, Senate President Carmen A. Orecchio (hidden), Commissioner John P. Sheridan Jr. and Assemblyman Wayne R. Bryant.

# Finally, stable funding



JOHN P. SHERIDAN, JR.  
COMMISSIONER

## STATE OF NEW JERSEY

DEPARTMENT OF TRANSPORTATION  
1035 PARKWAY AVENUE  
CN 600  
TRENTON, N.J. 08625

March 1985

Dear Governor Kean:

The year 1984 was a benchmark for transportation in New Jersey. It was the year that stable funding—the goal two administrations pursued for the past six years—was finally reached, thus halting the deterioration of the state's transportation network caused by inadequate funding.

This milestone accomplishment came about through your leadership and the cooperative efforts of the Legislature, business, citizens' groups and New Jersey voters. You introduced the concept of the Transportation Trust Fund in January and the State Legislature agreed on the required legislation in June. New Jersey citizens then placed their stamp of approval on the new funding program in November by voting yes on Public Question Number 3 which set aside a portion of the existing gas tax for transportation purposes.

It was most fitting that this exciting sequence of events should be capped by the first meeting of the New Jersey Transportation Trust Fund Authority in December.

This year we also launched the largest highway construction and repair program in the history of New Jersey and obligated a record number of federal dollars. I am particularly pleased that the Department was able to complete the re-electrification of the Morris & Essex Rail Line in September of this year, since it was a major goal you set for the Department when you took office. In addition, the Department took many steps in dealing with contemporary transportation issues in newly developing areas.

It is my great pleasure to present you with the 1984 Annual Report of the New Jersey Department of Transportation.

Respectfully submitted,

  
A handwritten signature in black ink, appearing to read "John P. Sheridan".  
John P. Sheridan Jr.,  
Commissioner

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COVER PHOTO: Robert A. Callaway, a senior engineer in Region IV, took this photograph on the Route 55 Freeway construction site. It won a first prize in the Department's annual employee photo contest.



## Funding paves the way

More than a decade of deterioration of the state's transportation system came to a stunning halt this summer with the passage of the New Jersey Transportation Trust Fund Authority Act by the State Legislature, the appropriation of \$135 million from the bridge bond referendum approved by voters in November 1983 and the obligation of \$331.8 million in federal highway aid funds.

An historic breakthrough in state transportation funding took place early in 1984 which helped set the stage later for the passage of the Transportation Trust Fund legislation. The state's three independent toll road authorities agreed to contribute \$25 million annually toward the cost of financing state transportation needs. The \$25 million from the toll authorities was to become an integral part of the annual funding mechanism of the Transportation Trust Fund.

The agreement calls for annual contributions of \$12 million out of surplus revenues from the New Jersey Turnpike Authority, \$10.5 million by the New Jersey Highway Authority from the Garden State Parkway and \$2.5 million by the New Jersey Expressway Authority from Atlantic City Expressway surplus revenues.

Participation by the independent toll road authorities in the financing of state transportation needs has been a long-sought goal in New Jersey. The accomplishment of this goal was brought about by the Governor, his staff and the New Jersey Authorities Committee which he appointed.

## Rebuilding New Jersey

The agreement reflects a spirit of cooperation that will bring long-term benefits to New Jersey citizens.

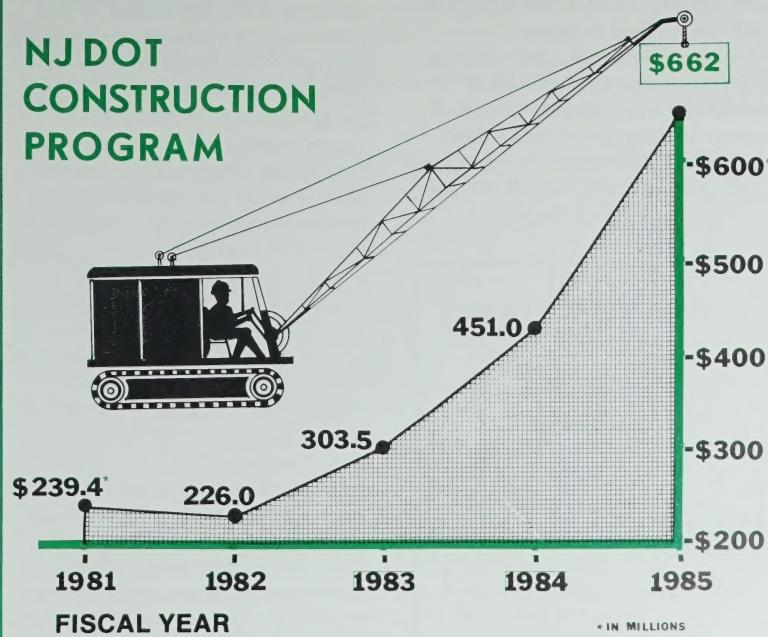
The \$3.3 billion four-year transportation plan was enacted at 5 a.m. Friday, June 29, after a marathon session which included extensive consultations with key members of the DOT and the Governor's Office.

On July 10, at a special public

ceremony, Governor Kean signed S-2047 AS, sponsored by Senator Walter Rand and Assemblyman Wayne R. Bryant, which would give Transportation its first reliable stable funding source in decades.

The Trust Fund will provide an average annual state appropriation of \$230 million to be matched with federal funding for state, county and local highway and public transit projects statewide: \$58 million for state highways, \$50 million for public transit, \$25 million for betterments, \$35 million to replace Federal Aid Urban System (FAUS) dollars, \$62 million for 100%-state-funded county projects and \$19 million for municipal projects.

### NJ DOT CONSTRUCTION PROGRAM



Funding for the projects will come from a combination of \$88 million from the sale of bonds, \$30 million from increased truck-related fees and a total annual contribution of \$25 million from the three toll road authorities.

In November voters agreed to amend the State Constitution to permit the dedication of 2.5¢ of the existing 8¢ gasoline tax for use on transportation projects.

The first resurfacing contract funded by the Transportation Trust Fund was awarded in October. It included eight separate projects covering 48.7 miles in 15 municipalities in Middlesex, Morris, Passaic, Somerset, Sussex and Warren Counties.

The first group of bridges to be rehabilitated or replaced under the \$377 million bridge bond program were announced February 29.

In July, Governor Thomas H. Kean signed legislation appropriating \$196 million of that money to fund 220 projects. S-1462 was sponsored by Senator Laurence Weiss and S-1489 was sponsored by Senator Walter Foran. The Weiss bill appropriates \$33.2 million from the bond issue for repairs to county and municipal bridges while the Foran bill allocates \$40.9 million for repairs to state-maintained bridges.

The two bills will be used to draw down more than \$200 million in federal aid. In addition to state and federal funding, the program also includes \$1.7 million in county and municipal spending and a \$354,250 contribution from railroads.

The local bridge projects were selected from lists submitted by counties and municipalities. The choices were made by a screening committee consisting of six county engineers representing different areas of the state.

Over the last three fiscal years the Department's construction program has grown from \$226 million in 1982 to more than \$600 million in 1985.

**Interstates.** Congress adjourned October 12, 1984, without taking necessary legislative action to release more than \$7 billion in remaining Fiscal Year 1984 and Fiscal Year 1985 highway improvement funds for the states. Before contract authority can be apportioned to the states, Congress must approve the Interstate Cost Estimate (ICE) and the Interstate Substitute Cost Estimate (ISCE).

In March, pressure from states and highway interests resulted in approval of a six-month ICE which released \$2.7 billion in highway funds, about half of the funds available for Fiscal Year 1984. New Jersey received approximately \$49 million of its apportionment.

However, disputes between the House and Senate Committees' versions of ICE legislation for the remaining 18 months prevented the balance of the funds from being released. Negotiations in the joint House-Senate Conference Committee finally broke down the day before adjournment over the controversial provision on special projects identified in the bill by individual members.

The inability of Congress to adopt this important piece of legislation has caused serious concern for New Jersey's interstate construction program. Projects jeopardized because of the lack of federal funding included the final construction contract for I-78 in Union County; the initial construction contract for I-287; a major contract for the Trenton Complex project; and a major construction contract for I-295 in Gloucester County.

This meant that more than \$60 million in projects could not be authorized and some 3,100

construction and construction-related jobs for New Jerseyans were not available this fiscal year.

It is anticipated that the Senate and House Committees will reintroduce their versions of this highway legislation when Congress reconvenes.

## Major highway and bridge work

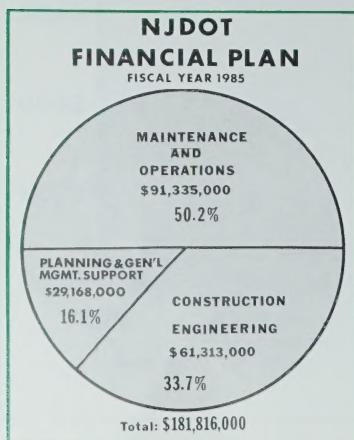
An \$18.6 million contract was awarded in March and work is underway to construct 2.6 miles of the **Route 55 Freeway** from north of Tyler's Mill Road to south of Bank Bridge Road in Mantua, Washington and Deptford Townships, Gloucester County. This is the third contract and it will extend the Freeway 7.5 miles. The remaining 13 miles of this missing link are funded by the Transportation Trust Fund and will be constructed over the next three years.

Work has begun on a \$26 million project to extend **Interstate Route 195** a distance of 1.5 miles in Hamilton Township and Bordentown Township, Mercer and Burlington Counties. The contract is for the second phase of a network of roadways known as the Trenton Complex.

A third Trenton Complex project was advertised for bid in December extending Interstate Route 295 one mile from Arena Drive to the proposed I-195-Route 29 interchange in Hamilton Township.

Commissioner Sheridan, Mayor Dennis Collins and state legislators were among those who participated in ribbon-cutting ceremonies opening the new \$1.2 million **30th Street Bridge** in Bayonne, Hudson County, February 1. The new 104-foot structure spans Central Railroad of New Jersey tracks between Avenue E and Prospect Street and replaces a narrow structure that had a load limit of three tons.

Governor Kean, Commissioner Sheridan, Senate President Carmen A. Orecchio, Senator Laurence Weiss and Assembly Speaker Alan J. Karcher participated in groundbreaking ceremonies to officially begin a \$2.5 million construction project at



**Route 1 and the Green Street Circle** in Woodbridge Township, Middlesex County, April 12. Included in the safety project is the elimination of the circle.

Three Atlantic City casinos signed an agreement with the DOT in March for a \$30 million roadway improvement project in the marina area to accommodate projected traffic increases. The project includes improvements to **Route 30, Huron Avenue and Brigantine Boulevard.**

Commissioner Sheridan announced in March that a \$65 million **Route 147** improvement project in Middle Township and North Wildwood, Cape May County, that includes the replacement of the functionally obsolete Grassy Sound Bridge, has been accepted into the Federal FAST Track Program, shearing nearly a year and a half of the time it takes for pre-construction work.

The **Bridge Street Bridge** over the Passaic River between Harrison and Newark reopened in April following completion of a \$5.3 million reconstruction project.

Two contracts were awarded in 1984 as part of the program to complete the **Interstate 78** missing link in Union County. A \$6.5 million contract was let for construction of an underpass at Nike Site Road and a cut-and-cover structure in Summit. A \$23.2 million contract for grading, paving, retaining walls and noise barriers in Mountainside, Berkeley Heights, Springfield and Summit also was awarded. The project will be complete in mid-1986.

An \$18.8 million project to rehabilitate the historic **General Pulaski Memorial Skyway** between Newark and Jersey City began in 1984. The Skyway, which opened in 1932, extends three and a half miles and is the longest bridge on the state highway system, is in need of extensive repair.

Ribbon-cutting ceremonies, with Governor Kean participating, opened a 1.6-mile section of **Route 23** from Interstate Route 80 to New York Avenue in Wayne in July, following completion of the \$26 million project.



*The Department's maintenance forces were called upon during two emergencies to repair roadway and bridge damage caused by severe storms in March and April.*

## MAINTENANCE INVENTORY

Highway lane miles .....	10,305.5
Institutional road miles .....	634.4
Fixed structure bridges .....	3,234
Drawbridges .....	37
Railroad bridges .....	961
Canal and feeder bridges .....	50
Mile markers (units) .....	3,053
Shoulders (miles) .....	4,844.9
Curbs (miles) .....	3,560.9
Cable guide rail (feet) .....	397,375
Steel guide rail (feet) .....	4,564,937
Chain-link fence (feet) .....	2,597,052
Planted snow fence (feet) .....	430,903
Signs .....	121,860
Traffic signals (state-owned) .....	1,915
Traffic signals (maintained for local governments) .....	2,080
Grass areas (acres) .....	10,697.5



*3,000 employees routinely repair 10,305 lanes miles of roadway, 4.5 million feet of guiderail, and 1,915 traffic signals on the state system. During snowstorms, 650 Department vehicles are dispatched and 900 contractor-owned plows are on call statewide.*



Lakewood residents and state and local officials surround Governor Kean and Mayor H. George Buckwald during ceremonies for the Clifton Avenue project. It was the first Federal Aid Urban System (FAUS) substitution project under the Transportation Trust Fund.

As part of an on-going program to upgrade Route 23, work began in 1984 to reconstruct a 1.3-mile section from south of the Ratzer Circle to north of the Pompton River in Wayne and Pequannock Townships, Passaic and Morris Counties. The \$7.8 million project includes widening and reconstruction of the viaduct over the Erie-Lackawanna Railroad tracks.

Another Route 23 improvement, a \$4.4 million project to widen, resurface and install barrier curbs from New York Avenue to just south of the Ratzer Circle in Wayne, Passaic County, also began this summer.

Work on the **first resurfacing contract** funded by the New Jersey Transportation Trust Fund was completed this fall. Work included 48.7 miles of resurfacing in 15 municipalities.

Bids were received in 1984 for improvements to a 1.3-mile section of **Route 169** in Bayonne and construction of a new section of

**Route 185** in Jersey City. The Route 169 work is part of a larger project to build a 4.3-mile, four-lane extension of existing Route 169. It will remove heavy traffic from local streets in Bayonne and Jersey City and serve as a bypass to the refinery area.

When completed in 1987, Routes 169/185 will provide the long sought after access for the redevelopment of the waterfront area of Bayonne and Jersey City.

Preliminary work for critical repairs to six bridges on **Interstate 287** from Bridgewater to Piscataway began in October. The schedule for the four-mile \$15 million project was condensed from two-and-a-half years to a total of the 14 non-winter months in 1985 and 1986. This was a major effort to lessen inconvenience to motorists while the six lanes of the heavily-used interstate had to be reduced to four.

More than 400 employers are located within four miles of the repairs. The average daily traffic

volume of 80,000 vehicles, which includes a substantial number of heavy trucks, produces near capacity congestion in the repair corridor.

With the aid of Federal Highway Administration funds, the Department and NJ TRANSIT are conducting a massive public information campaign to encourage the use of specially created park and rides and bus routes for commuters using the bridge repair corridor, and also public transit options for service to Newark and New York.

Commissioner Sheridan announced in November that the DOT will proceed with the dualization of the northern section of **Route 31** in Hunterdon County, while conducting further studies of the proposed Route 31 bypass around the Flemington area. Under the plan, construction of the northern section will be divided into two contracts, with the first to be advertised in the spring of 1986.

# BRIEFS

**Fast track:** A fast track system to expedite the bidding and awarding of contracts for Transportation Trust Fund resurfacing projects, inaugurated July 1, streamlined the process to four days. This resulted in the award of nine *fast track* contracts totalling \$10.5 million and the paving of 133.2 lane miles between late August and the beginning of December.

Approximately 31 other resurfacing contracts have been advertised.

\*

**Construction contracts:** The DOT advertised 113 construction projects in 1984 and by the end of the year 110 contracts went to bid with 103 awarded totalling \$270.7 million.

\*

**Bridge inspection:** The Department and its consultants inspected 1,048 state-owned bridges and 915 county bridges in 1984.

\*

**Land negotiations:** The Department was involved in acquisition of approximately 2,300 parcels of land valued at approximately \$56.6 million this year. It programmed the acquisitions for the final 20-mile gap in Interstate 287 from Montville, Morris County, to the New York State line. This involves an estimated 1,000 parcels and the relocation of 200 families and 75 businesses at a projected total cost of almost \$100 million.

\*

**Traffic:** Under DOT supervision, computerized Traffic Circle Control Systems (TCCS) were installed at the Ellisburg Circle, Cherry Hill and the Somerville Circle, Somerville. The TCCS monitors the traffic flow entering and within the circle and, when traffic demand reaches a specified level, it initiates the traffic light which regulates the traffic approaching the circle from each direction.

The design of 18 new traffic



NJ Transportation Trust Fund Projects are springing up all over the state, thanks to the legislation which was passed this summer. This resurfacing project was on Rte. 22 in Green Brook.

signals and 101 revisions were completed this year and work

orders issued for \$1,451,164 in federal funding.

\*

**Local aid:** Approximately \$68 million was authorized by the DOT in cooperation with local governments for 138 local engineering, right of way and construction projects.

\*

**Air pollution:** The Department's Environmental Testing Section of the Materials Bureau received a \$58,000 grant from the New Jersey Department of Environmental Protection to do the intersection air monitoring required by the State Implementation Plan.

\*



The Route 18 Freeway deck park and parkway were completed in August. At a formal ceremony, the park was dedicated to the memory of the late journalist, Frank M. Deiner Sr., and the parkway in memory of the late Hugh N. Boyd, former publisher New Brunswick Home News.

**Increased mowing:** The Department's landscape forces increased the annual mowing frequency from two in 1983 to three/four in 1984 with the help of maintenance crews. In 1984, 24,000 acres were mowed at a cost of \$635,000, compared to 17,000 acres mowed in 1983 at \$460,000. The interstate routes were mowed by contract with one application of growth regulator and two mowings in both years.

# Up-to-date M&E debuts, making history

The historic grand opening of the new 67-mile Morris and Essex rail line took place on September 15 amid daylong festivities in Maplewood Memorial Park. The events marked what is expected to be a new era in rail passenger service for residents of 26 communities in Morris, Essex, Somerset, Union and Hudson Counties.

The M&E re-electrification required the coordination of NJ TRANSIT rail officials and dozens of different professional disciplines and bureaus in the DOT under the aegis of the Rail Systems unit which was set up in 1978 to oversee the project until it was ready for revenue service.

Some staff members, railroad buffs, volunteered for the assignment. Others soon became caught up, including employees in planning, right of way, construction, electrical, mechanical, civil and structural, equipment and materials, roadway and structure plan review and specifications, contract administration, civil rights, community involvement, utilities,

landscape, geotechnical engineering, environmental analysis, accounting and auditing.

Department equipment inspectors lived in Erie, Pa., for almost two years supervising the assembly of 230 Arrow III cars at the General Electric plant there. They had been trained for the job at the GE plant in North Bergen.

The completion of the long-awaited, almost half billion dollar project was first conceived by DOT planners in 1969. It achieved its successful conclusion on the August 24 weekend with the sensitive, gradual conversion of the 3,000 volt direct current power system in use since 1931 to the more energy efficient 25,000 volt alternating current.

**"The countdown of the conversion was like the launching of a space flight," one Department official said. It required continuous coordination of the schedules of 16 prime contractors with Conrail's train operations—all without the disruption of passenger service.**

During the conversion period, a combination of Lackawanna

electrics were pulled by a diesel locomotive, Comet I and II trains, while phasing in the new Arrow III cars. The modern, air-conditioned passenger trains have totally eliminated the antiquated, increasingly unreliable 50-year-old passenger trains. They will provide faster, reliable, comfortable and frequent service from Dover to Hoboken.

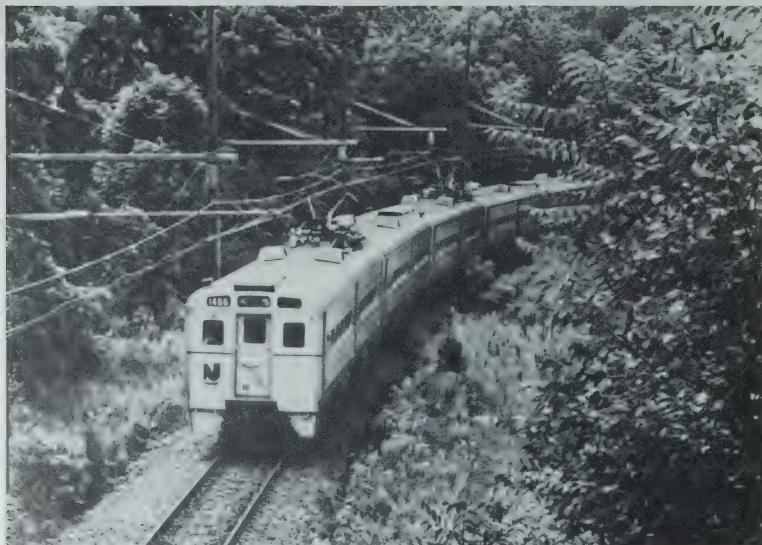
The M&E is now in position to provide direct service to Manhattan's Penn Station through the Kearny Connection planned by NJ TRANSIT.

The re-electrification required the rehabilitation of much of the existing outmoded electrical system and the installation of new, compatible electrical substations, and supervisory control, signal and communications systems. In addition, 38 rail stations on the line have been refurbished and now sport new DOT-made signs. The federal Urban Mass Transit Administration provided \$380 million for the work.

Design and engineering took place in the 1970s, along with federal grant acquisition, procurement of materials and cars, acquisition of right of way parcels, environmental reports, public meetings, railroad and utility agreements, awards of construction contracts throughout the US, Canada, Japan and Europe and testing.

Besides 16 prime contractors, DOTers supervised 22 equipment contracts, three consultant contracts for design, engineering and construction, 57 subcontractors and 447 suppliers. They reviewed the installation of 192 miles of new aerial cable suspended on 247 new steel catenary structures.

One plaque commemorating the Department's work was placed on the lead car on the first official M&E run. Another has been presented and will eventually hang in the Headquarters Building when the construction of the new annex is completed.



*The re-electrification of the Morris and Essex rail line in August marked the successful completion of a complex technical project without precedent. It required the skills of staff from almost every unit in the Department of Transportation and the cooperation of NJ TRANSIT.*



Although many people identify the Department with highways alone, DOT has the responsibility for New Jersey's entire integrated transportation network: highways and bridges, public transit, freight, aeronautics, bicycles and pedestrians.

## Freight

DOT's Freight Services pursued a diverse agenda of critical importance to the economic vitality of New Jersey.

Conrail petitioned the Interstate Commerce Commission and received approval for the abandonment of 143 miles of track in New Jersey this year and the Department continued its efforts to mitigate the negative impact of such rail segment abandonments statewide.

Under the New Jersey Rail Assistance Program, the Department provided a total of \$700,000 for upgrade and preservation of the rail infrastructure used by private rail freight operators and shippers throughout the state. In addition, the program provided \$150,000 for the acquisition of a rail segment abandoned by Conrail which was critical to the Core Rail System.

During 1984, the Department expanded the scope of its activities involving goods shipments within the state through the creation of the New Jersey Truck Freight Advisory Committee. Composed of representatives from the DOT, the New Jersey Motor Truck Association and other business and commerce organizations, the Advisory Committee will promote a dialogue concerning issues affecting motor carrier transportation.

## Other ways to go

In 1984 the Department also completed and circulated for comment proposed regulations for the transportation of hazardous materials. The document is designed to provide comprehensive regulations for the shipping, packaging, marking and handling of such materials as well as their shipment through New Jersey.

Both rail and motor carriers are included under the scope of the document. Hazardous materials include raw and waste materials which may be radioactive, flammable, explosive, poisonous, corrosive or potentially irritating such as asbestos or other fibers, pesticides, garbage, and various industrial wastes.

The Department also became involved in the movement of goods to and from the many piers in New Jersey this year. Problems affecting the Port of New York and New Jersey resulted in the establishment of a Harbor Conference. The initiative was spearheaded by the Freight Services Improvement Conference (FSIC), of which the DOT is a member, and has received widespread support from a variety of organizations associated with pier activities.

In conjunction with the FSIC and the Delaware Valley Regional Planning Commission (DVRPC), the Department has begun a study designed to identify the critical

highway network for truckers serving the South Jersey port areas and to pinpoint problem locations with the ultimate goal of developing ways to improve truck transportation.

The identification of the Core Highway Network is part of a larger study to identify, locate and evaluate levels of activity at various intermodal and truck terminals statewide. The study has been completed in the four DVRPC counties and will be undertaken in the 12 northeastern counties by the Port Authority of New York/New Jersey under the direction of the Department.

## Bicycles/pedestrians

In May the Department issued *Bicycle Compatible Roadways—Planning and Design Guidelines*, a formal policy requiring that all projects and programs designed, planned or built by the DOT include specific consideration for the needs of bicycle traffic.

Relevant provisions would include planning and design of sufficiently wide paved surface to allow bicycles to share the roadway safely with motor vehicles and traffic control measures during construction and maintenance activities which will not conflict with bicycle traffic.

*New Jersey Bicycling Information*, a pamphlet outlining New Jersey's regulations concerning bicycle traffic, access to public transit and related information needed by those who bicycle in the state, was also issued. More than 2000 requests for the booklet were filled during

calendar 1984.

In addition, the Department's Bicycle/Pedestrian Unit created seven bicycle touring maps covering historic and natural areas of interest statewide.

Approximately 3500 sets of the seven maps were distributed following their publication in midsummer.

The success of New Jersey's bicycle program was recognized nationally by staff participation in December as workshop leaders in Pro-Bike '84, an international conference for bicycle program specialists.

## Aviation

Aeronautics spent a busy year, blazing new trails and reaping national recognition.

As a result of the passage of the Airport Safety Act in June, and with the Department providing 50% of the required local match, the federal government approved more than \$6 million in grant applications from eligible New Jersey airports.

In conjunction with the Helicopter System Plan Study, the Department participated with helicopter industry and Federal Aviation Administration (FAA) representatives in a Heliport Design Guide Task Force established to provide a national standard for heliports.

The second Airport Owners Conference sponsored by DOT was a day-long educational program, attracting more than 100 participants including airport owners and managers, consultants, industry and FAA representatives.

This year's celebration of Aviation Education Week was highlighted by the FAA's recognition of the DOT's Aeronautics unit for its outstanding contribution to aviation education. Rutgers University's Vocational Education Resource Center was designated as New Jersey's official Aeronautics Careers Information Center, with DOT serving as the Center's technical resource. The



*Airport owner Kent Linn, Assistant Commissioner James A. Crawford and DOT's Aeronautics Director Arlene Butler Feldman look over plans for safety improvements to Sky Manor Airport in Alexandria Township, Hunterdon County, the first privately-owned airport to receive state assistance under the Airport Safety Act of 1983. Publicly-owned airports also received assistance under this program.*

Center was established in cooperation with the Division of Vocational Education in the New Jersey Department of Education and the FAA.

Arlene Butler Feldman, Director of the Division of Aeronautics, received the 1984 President's Modal Award for Aviation from the American Association of State Highway and Transportation Officials in recognition of the outstanding work performed by her and the Division.

interstate services under the 1982 federal deregulation act, and the potential for comprehensive service coordination by both public and private carriers in a cohesive statewide transit network were explored.

The group's final report and recommendations are expected in early 1985.

## Bus study

The Department initiated the Private/Public Motor Bus Coordination and Integration Study under the direction of a task force composed of representatives from DOT, NJ TRANSIT, private carriers, transit interest groups, and county transportation officials and authorities.

The study focused on the roles of both NJ TRANSIT, as a service operator, and the DOT, as a regulatory body, and on the roles of private carriers in the overall transportation network. In addition, the legal and regulatory climate, the impact of new competition for



An explosion of economic development along key corridors and in certain growth areas of the state is a major challenge for the future of transportation in New Jersey. These areas are experiencing or are about to undergo unprecedented demands on existing transportation facilities.

In looking for ways to address these high growth needs, the Department is involved in a series of studies aimed at providing a plan of action for specific areas. They include the Route 1 Corridor, Hudson River Waterfront, Hackensack Meadowlands/Route 3 Corridors, improved access to Atlantic City and other South Jersey areas, transit improvements in Monmouth and Ocean Counties, trans-Hudson congestion relief, aviation and waterborne transportation.

## Finding answers

The Department has sought to involve all of the principal Route 1 constituencies—municipal, state and private—in the conduct of this study. An advisory committee has been formed with technical working groups to examine specific issues.

Preliminary findings indicate that prudent trade-offs must be negotiated between state and local transportation improvements, land use management and public/private financing. This study is expected to be completed in the spring of 1985.

## Hudson River Waterfront

This study was initiated by the Department early in 1984 in cooperation with NJ TRANSIT, the New York-New Jersey Port Authority, affected county and local governments and developers.

The study has several objectives:

- To define the probable magnitude of development which will occur along the waterfront.
- To define the needed transportation improvements to facilitate this development and the necessary staging for the improvements.
- To develop cost estimates for these improvements and to formulate a financing plan which draws upon available public and private financial resources.

The study is expected to be

## Route 1 Corridor

The Route 1 Corridor, a 20-mile section of highway between Trenton and New Brunswick, is one of the major high-growth corridors of the state. The corridor is experiencing severe problems during peak rush hours at several locations, particularly in the Princeton area. The unprecedented development and traffic growth emanating from Princeton is straining the capacity of Route 1 and its supporting highway network.

The overall aim of the study is to identify both long- and short-term transportation improvements for the corridor; to identify ways in which the growth in the corridor can be managed; to curtail the growth in auto traffic and to identify ways to finance transportation improvements by means of public and private sources of funds.



Deputy Commissioner Michael F. Barrett and Atlantic City Mayor James L. Usry shake hands following the signing of the agreement to improve the Atlantic City Marina roadways, a cooperative venture with the owners of the Golden Nugget, Hilton and Harrah's Hotels.

completed in the spring of 1985. Based on early findings, design efforts have already begun for a busway at the base of the Palisades and for improvements to an existing freight line west of the Palisades.

The busway is seen as an early relief measure for Lincoln Tunnel congestion by providing a faster means of access to the tunnel for buses originating in northern Hudson and Bergen Counties.

Improving the freight line would permit relocation of freight train operations from the waterfront north of Jersey City.

## Improved Access to South Jersey

Casino gambling has propelled Atlantic City into first place among the nation's resorts and has generated rapid growth in Atlantic City-bound traffic.

This casino-related traffic growth, coupled with increased summertime traffic to the South Jersey shore areas, has renewed interest in the possibility of a new access-controlled highway linking the Delaware Memorial Bridge with Atlantic City, and the possible extension of Route 55 from its present southern terminus to the Cape May shore area.

As the year ended, DOT and NJ TRANSIT staff were continuing to meet with Atlantic County officials in an effort to conclude an agreement between the Atlantic County Improvement Authority and the state for funding the local share of the **Atlantic City Rail Link**. Agreement appeared to be close.

At the same time, work continued on the Environmental Assessment that the federal government is requiring before any construction work on the project can begin. That work is scheduled for completion in the early spring.

As a practical matter, the lack of a local funding agreement was not delaying the project because of the need to complete the environmental work. The local funding agreement is key to qualifying for the \$30 million in federal funds available through AMTRAK.



*Congestion at the Lincoln Tunnel is one trans-Hudson problem under study.*

As 1984 drew to a close the Department was preparing to undertake a feasibility study to examine these and other improvement possibilities.

## Monmouth and Ocean

Monmouth and Ocean Counties are two of the fastest growing counties in New Jersey as a result of large influxes of people who formerly resided in North Jersey and New York and continue to be employed in those areas. Consequently, commutes from Monmouth and Ocean are among the longest in the state.

For many of these long-distance commuters, public transit is essential. NJ TRANSIT has responded to this need with frequent bus service and continued modernization and improvement to the North Jersey Coast Line. Bus service is also provided by private carriers in this area.

Opportunities for further transit service improvements are seen in the abandoned railroad rights of way which exist within the two counties. These rights of way could conceivably be used to institute new branch line rail service or bus service.

These possibilities will be explored in a study by NJ TRANSIT

and DOT to begin in early 1985.

If the study determines that a major new transit investment warrants further serious consideration, an alternatives analysis and environmental assessment of the promising alternatives would be made. Such an analysis is necessary to qualify for Urban Mass Transit Administration funding.

## Congestion Relief Studies

### Trans-Hudson

The Department is cooperating with NJ TRANSIT and the New York-New Jersey Port Authority in a series of studies aimed at relieving congestion problems associated with the Port Authority's Hudson River crossing facilities.

Increased demand to cross the river by automobile has resulted in extensive delays during peak periods at the Holland and Lincoln Tunnels and the George Washington Bridge.

In addition, substantial growth of ridership on the PATH system, which connects points in Newark, Jersey City and Hoboken with New York City, has resulted in extreme congestion on many PATH trains.

One of the primary objectives of the trans-Hudson congestion studies is to make more intensive use of the Northeast Corridor Tunnel to Penn Station, New York.

Among the proposals the studies are considering are a track connection that would permit the new Morris and Essex trains to link up with AMTRAK's Northeast Corridor in the Kearny meadows; construction of a rail station in Secaucus at the crossing of the Northeast Corridor Line and the Main/Bergen rail lines which would serve residents and employees in the Meadowlands area and would give access to midtown Manhattan to commuters on the Main/Bergen/Pascack Valley Line; and resumption of the commuter rail service along the West Shore Line in connection with emerging Hudson River waterfront development.

## Waterborne

A number of ferry service proposals have been advanced to address the growing trans-Hudson congestion problems and to facilitate the redevelopment of the New Jersey Hudson River waterfront. Two such ferry proposals are under serious consideration: a ferry service from Weehawken to midtown Manhattan sponsored by ARCORP, a property developer with holdings along the waterfront in Weehawken and West New York, and a ferry service linking Hoboken Terminal with Lower Manhattan.

## Aviation

To accommodate the explosive growth in passenger traffic at Newark Airport, NJ TRANSIT and the Port Authority are conducting a study of existing and future Newark Airport access needs. The study is being undertaken at a time when a substantial majority of air travelers reach the airport by automobile.

The predominance of auto traffic at the airport is already causing congestion problems at airport parking lots and is expected to get worse as traffic grows.

Currently the airport can be reached by public transit from the Port Authority Bus Terminal in Manhattan, Air Link from New York City, Jersey City, Hoboken and downtown Newark, and several other established regular route bus services.

Prospective short-term solutions will likely involve improved traffic measures, modification and restructuring of bus routes and schedules, expanded use of taxis and possible new bus service with park and ride facilities.

The study will also examine possible long-term solutions involving rail services. Among these possibilities is the construction of a new Northeast Corridor station at McClellan Street, Newark, with a transfer to airport terminal facilities.

## Helicopter Plan

Helicopters are a rapidly growing form of transportation in New Jersey with its high density corporate development in the Philadelphia/New York corridor. The placement of helicopter take-off/landing facilities is a sensitive issue because of dense development patterns within northeast New Jersey. There are community concerns about the compatibility of helicopter facilities with other neighboring land uses.

The Helicopter System Plan Study now underway in the Division of Aeronautics will define future helicopter facility needs and identify suitable locations for accommodating these needs.

The study is sponsored by the Federal Aviation Administration.

## Transportation Plan

In December the Department published an update of the Statewide Transportation Plan. Based in part on previous documents published in draft form, the new plan provides a course of action for the state for both the short- and long-term range.

It describes the transportation partnership connecting the Department of Transportation and NJ TRANSIT with various other agencies, large and small, involved in serving transportation interests—from the vast enterprises of the New York-New

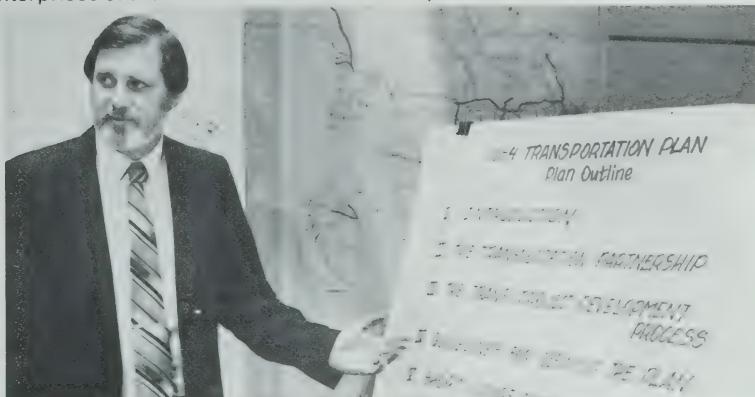
Jersey Port Authority to the smallest of facilities in the state's 21 counties and 567 municipalities.

The Plan examines and discusses the major issues affecting transportation today—the economy, road and bridge infrastructure, land use, environment, transportation disadvantaged, energy, public transit, freight service, safety, highway access, aviation and emergency services—and lists goals and objectives for addressing those issues.

It provides program policy statements on passenger railroad facilities and services; paratransit; highway, bridge and street programs; pedestrian facilities; park-and-rides; freight services and aviation services.

The Plan lays out a short-range plan for the period 1985-1988 to be financed primarily through the Transportation Trust Fund and the 1983 New Jersey Bridge Rehabilitation and Improvement Act and concludes with a discussion of longer range problems that will be addressed in the future.

**Industrial Map.** The Department completed production of a New Jersey Industrial Development Map and Guide. The cooperative effort with the New Jersey Department of Commerce and Economic Development and Public Service Electric and Gas locates industrial centers within ten-mile interval mileage rings. On the reverse side are utility, highway and facilities maps.



DOT staff member presents outline of new Transportation Plan



## Department reorganization

The functional organization of the Department was officially changed by the Legislature in October through a bill sponsored by members of the Senate Transportation and Communications Committee. The changes evolved from recommendations in the 1983 Governor's Management Improvement Program and earlier internally enacted alterations.

The biggest effect of the new law was the increase from two to three in the number of assistant commissioners. The DOT had been split between the assistant commissioners for highway and public transportation. Under the new plan, the assistant commissioners will manage:

- engineering and operations
- transportation services and planning
- finance and administration.

The duties of the deputy commissioner were augmented so that position will be, in fact, that of the Department's executive director.

Other changes made by the new statute include elimination of the position of Chief Engineer for Transportation Operations and Local Aid; creation of Directors of Modal Transportation Services and Waterborne Transportation and authorization of the positions of Deputy State Highway Engineer and Director of Regulatory Affairs.

## Priority goals

Stepping up its minority and female employee and contractor goals was a Department priority this year.

## People are key

A recruitment effort at 23 colleges resulted in a 374% increase in minority, female and handicapped recruits. In addition, faced with an increased workload and staff retirements, the Right of Way Division alone hired 16 new negotiators, 14 of whom were either minority or female.

During this past year, 12.6 percent of the amount awarded to prime contractors on construction projects went to Disadvantaged Business Enterprises (DBE) and 4.3 percent to Women Business Enterprises (WBE). The

Department was commended by the Federal Highway Administration for exceeding last year's goals.

The Department also conducted a professional services workshop for DBE and WBE owners which was videotaped for training use. It is available for use by other state and federal agencies.

NJDOT staffers were among the first officers elected to the New Jersey Chapter of the Conference of Minority Transportation Officials (COMPTO) which formed this year. Its goals are to promote better conditions, to achieve meaningful representation, participation and benefits from public transportation systems, to promote professional development, to communicate better and to actively support affirmative action and minority business enterprise programs.



DOTers attended a three-day, in-house Federal Highway Administration seminar on soliciting, informing, appraising and integrating public opinion. The Department was a leader in the development of these techniques which became nationwide models.



The first DOT graduates of the Certified Public Managers program posed with Commissioner John P. Sheridan Jr., Governor Thomas H. Kean and Civil Service Commissioner Eugene McCaffrey after March 1 ceremonies at Department Headquarters

## Public involvement

DOT staff participated in a wide variety of professional and regional transportation organization activities. This year, the Northeast Association of State Highway and Transportation Officials (NASHTO) elected Commissioner Sheridan its president.

The Department brings many transportation projects before the public specifically to get the reactions and suggestions which help it decide its course of action. This year there were 34 information centers, 15 public meetings, one public hearing, eight ceremonies, and almost 200 workshops and advisory committee meetings.

In addition, Department staff were guest speakers before dozens of community groups during the first half of the year, explaining the concept and operation of the proposed Transportation Trust Fund authority legislation.

The Department was one of three finalists selected by judges in the American Association of State Highway and Transportation Officials annual SCOOP Award for the public information campaign to explain the Trust Fund legislation. The slide/tape presentation which was part of the Trust Fund campaign also won an award in the Public Speaker category.

Public participation especially affected six projects this year:

- Public reaction expressed at meetings on the dualization of Route 31 in Flemington spurred further study of a bypass.
- The Tri-Boro/Eisenhower Parkway project was the focus of several meetings which helped the Department determine the alternatives which should be studied in detail in the Environmental Impact Statement.
- The rehabilitation of six bridges on the heavily-traveled four-mile stretch of I-287 from Bridgewater to Piscataway which will be underway in March 1985 has been the subject of on-going discussions with officials, business, industry and residents along the corridor. As a result, the DOT has been able to condense the construction timetable with a contract that includes both incentives and penalties.

Studies have determined that ridesharing is the only way to relieve that interstate road of 2,000 cars during peak hours for the months when the lanes will be reduced from six to four. A major public information campaign is underway to promote the use of newly-created bus routes, park and rides and hotlines for all

ridesharing information.

- The proposed extension of Route 17 south from Route 3 to the vicinity of Harrison Avenue and Interstate 280 has prompted a cooperative effort to reduce problems with the Hackensack Meadowlands Commission, large area developers, NJ TRANSIT and local officials.
- A public hearing was held in conjunction with the U.S. Army Corps of Engineers for the proposed extension of Route 18 Freeway from Deal Road in Ocean Township to Wayside Road in Tinton Falls, Monmouth County. Local input has helped shape the project to meet local needs.
- The proposed Route 92 Freeway to connect Route 206 north of Princeton with Route 33 east of Hightstown has been the subject of several local meetings from which the Department hopes to reach a consensus concerning viable alternatives.

## Employees

Employee opinions have been actively solicited by Department management this year through a variety of methods in an effort to increase both morale and



A group leader and shop personnel work on a solution to a problem they have identified in one of Construction and Maintenance's quality circles.

productivity.

In its first months of operation, the quality circle program for first line foremen and supervisors in Construction and Maintenance has already produced time and money savings and more positive attitudes.

Four to 12 people who work at similar tasks meet for an hour each week with a trained leader to identify problems and develop solutions. Their ideas are then presented to a management review panel which is empowered to implement them.

Secretaries, technicians, professionals and managers in Transportation Services, Financial Management, Administration and Local Aid participated in AT&T's Organizational Analysis Inventory which solicited their views on supervision, communication links, job satisfaction and performance standards. These will be analyzed and given to the Deputy Commissioner for action.

In another survey, 225 DOT bureau chiefs and above were among the 4,000 state employees who responded to questions about performance appraisal systems and monetary and non-monetary rewards.

Engineering and Operations middle managers had already participated in discussions during the Governor's Management Improvement Program (GMIP). They communicated further during regularly scheduled regional

workshops.

The new Transportation Plan was the subject of a Transportation Services' workshop for aeronautics, freight, public transit, and planning and research supervisors and managers.

## Efficiency

Improving the workplace can lead to greater efficiency.

Microcomputers have been installed throughout the Department for word processing, electronic mail, and data analysis and retention, thus increasing the productivity of both professional and clerical employees. It also gives engineers, financial analysts and managers the ability to consider more alternatives during the design or decision-making process.

The first phase in the development of a comprehensive new financial management system, expected to be implemented in time for Fiscal Year 1987, was completed this year.

Acting on a GMIP recommendation, Phase I of a plan to consolidate DOT's regional offices was completed. Five units vacated three leased offices in Region IV to occupy one leased facility in Mount Laurel. A contract was also let for the design of a building for the Region III office on Department-owned land in Freehold.

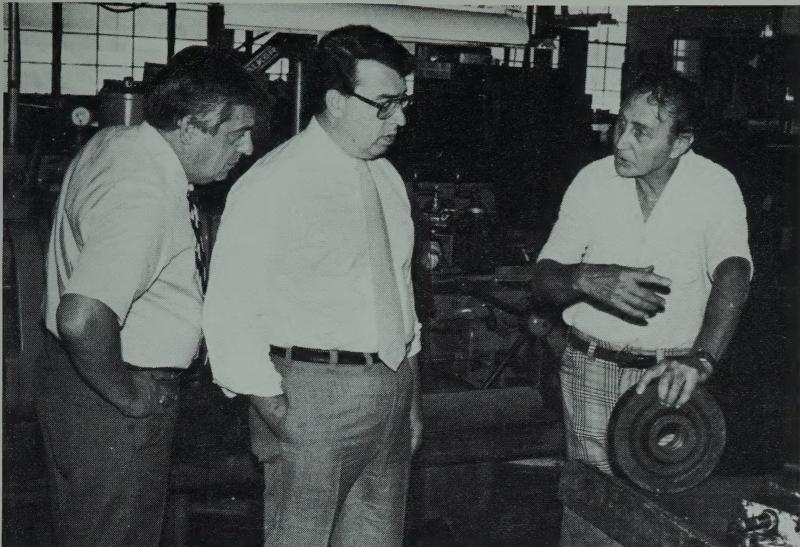
The Department is a model agency for the New Jersey Paperwork Commission set up by the Governor's Office of Management and Budget. The number of forms used by the Department was reduced by 57 percent during 1984.

## New annex

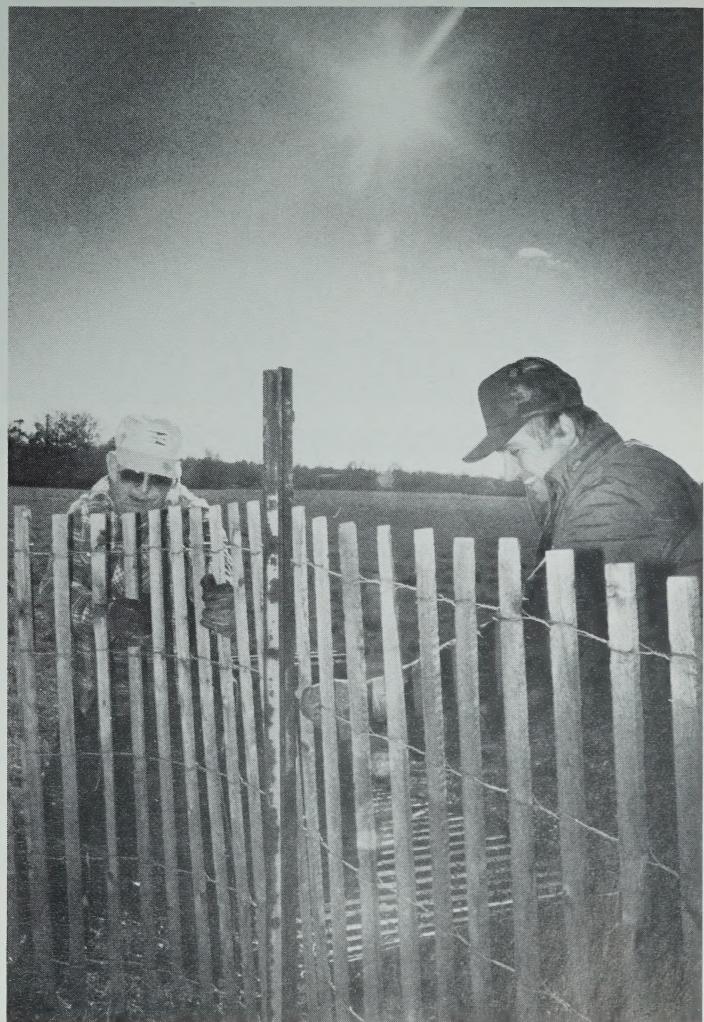
Work is ahead of schedule on Annex II, the newest addition to the Department's Headquarters Complex. It is expected to be completed in late 1985 and ready for occupancy in 1986. The new building will make room in the Headquarters Complex for an additional 1,200 Department employees who now work at 17 locations in the Mercer County area.



Senator Walter E. Foran and Governor Thomas H. Kean unveil the commemorative plaque during ceremonies which dedicated the Department's new Technical Services Building to the memory of the late Arthur F. Foran, who was chairman of the State Highway Department between 1933 and 1935.



*A Department employee in one of Fernwood's repair shops answers questions of Assistant Commissioner Jack Freidenrich and Commissioner John P. Sheridan Jr.*



*Department workers erect a snow fence in Burlington County.*



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